

*met Estimator*

7 April 1971

MEMORANDUM FOR THE DIRECTOR

SUBJECT: Procedures for Producing Military Estimates

Attached is a draft of a Memorandum which I suggest you send to me (or to [redacted]). It sets forth some changes, or at least some clarifications, in the memo you sent me on May 4, 1970. I have checked out this draft with [redacted] and I believe you are aware of the reasons why we think it would be useful if you gave us instructions along these lines.

Though they were promised for two weeks ago, we have not yet received suggestions from the White House about the content and structure of the next cycle of military estimates. Whatever the format of these papers, however, we think that the procedures we suggest would be valid.

ABBOT SMITH  
Director  
National Estimates

Attachment

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DOCUMENT NO \_\_\_\_\_  
NO CHANGE IN CLASS. \_\_\_\_\_  
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DRAFT

MEMORANDUM FOR DIRECTOR, NATIONAL ESTIMATES

SUBJECT: Production of Military Estimates

As we all know, NIE's 11-8-70 and 11-3-71 have been well received by consumers at the highest levels of the government, and I am glad that our military estimates now appear to be on the right track. No doubt they can be further improved as we become more accustomed to the new and extended format, and as we receive suggestions and recommendations from our readers.

To be sure, this year's estimates have been inordinately delayed, owing in part to the much greater length and detail in which the material is set forth. But there appear also to have been problems arising out of the procedures, admittedly experimental, which I outlined to you last year for producing these papers. I want therefore to modify and clarify my earlier memorandum so as to insure that the estimates are produced more expeditiously and with less expenditure of time by analysts.

Clearly it will continue to be essential that large parts of the papers -- the descriptive, technical, and analytical sections -- be initially drafted by people from those offices in the Agency which have daily responsibility for analyzing developments in these fields. The device of a task force for this purpose has proved useful. It might be well, however, to add a member of the ONE Staff to the task force.

The Board of National Estimates, and specifically the Board member designated as Chairman of the paper, remain responsible for the content and structure of the estimate as a whole. The first stage in production ought therefore to be a meeting between the Board, the task force, and appropriate members of the ONE Staff to discuss and agree on the Terms of Reference and, as far as possible, on the way in which the paper should be shaped. The Board Chairman should then assign initial drafting responsibility for various sections to the task force, the ONE Staff, or others as may seem to him appropriate.

Once the initial drafts have come in there will generally be more or less redrafting and revision necessary to produce a coherent and structured paper. It may be necessary also to take account of contributions from other Agencies, or from USIB subcommittees, if these were not used earlier. This stage of the process should be carried out under the close supervision of the Board Chairman, and I think it desirable that the ONE Staff do as much as possible of the actual rewriting, in consultation with the task force. When a draft satisfactory to the Board has been produced, coordination with the Agency representatives will proceed as before.

Obviously we must produce these estimates as nearly as possible on schedule. I wish therefore that all concerned should give to their preparation the highest priority, subject only to the overriding demands of work on other projects of great urgency.